

# SAN FRANCISCO BAY CONSERVATION AND DEVELOPMENT COMMISSION

50 California Street • Suite 2600 • San Francisco, California 94111 • (415) 352-3600 • Fax: (415) 352-3606 • [www.bcdc.ca.gov](http://www.bcdc.ca.gov)

February 25, 2011

**TO:** Commissioners and Alternates  
**FROM:** Will Travis, Executive Director (415/352-3653 [travis@bcdc.ca.gov](mailto:travis@bcdc.ca.gov))  
**SUBJECT:** **Status Report on the Commission's Strategic Plan**  
(For Commission consideration on March 3, 2011)

## Summary and Recommendation

On May 20, 2010, the Commission adopted an updated strategic plan and directed the staff to provide monthly reports on the progress being made in achieving the plan's objectives so the Commission can determine whether any revisions in the plan are necessary and whether to take further action to achieve the plan's goals and objectives.

**The next all-day workshop to update the strategic plan will be held on July 21, 2011.**

## Strategic Plan Elements

- Mission Statement** The Bay Conservation and Development Commission is dedicated to the protection and enhancement of San Francisco Bay and the Suisun Marsh and to the encouragement of their responsible use.
- Vision Statement** A cleaner, healthier, vibrant Bay that is more accessible to the public.
- Core Values**
- Effective, timely and responsive communication.
  - Excellence in staff, process and Commission decision-making.
  - Integrity, honesty, transparency, adherence to the law and fairness in our process and consideration of all viewpoints.
  - Leadership and devotion to the protection and the enhancement of the Bay.
  - Open, public process.
  - Mutual trust and respect among staff, Commissioners, our partners and the public.
  - Partnerships with other agencies and groups.
- Ongoing Goals**
- Improve public awareness of the Bay and Suisun Marsh and the role of BCDC.
  - Maintain an active enforcement program.
  - Maximize public access where compatible with resource protection.
  - Prevent unnecessary Bay fill and enlarge the Bay where appropriate.
  - Promote optimum and sustainable use and management of Bay resources.
  - Recognize the importance of the Bay in advancing the economic prosperity of the Bay region.
  - Support environmental justice in Commission decisions.



*Making San Francisco Bay Better*

- Three-Year Goals**
- Improve and implement BCDC's program for protection, use and restoration of Bay resources.
  - Improve coordination and interaction with other agencies to improve the Bay.
  - Improve public access to the Bay and the Suisun Marsh.
  - Play an integral role in developing and implementing a regional proactive strategy for dealing with global climate change.

### Goals, Objectives and Status

**THREE-YEAR GOAL:** Improve and implement BCDC's program for protection, use and restoration of Bay resources.

Objectives	Status
<p>1. <b>Delta Planning Participation.</b> On an on-going basis, the staff will participate in the Delta planning and management process in a manner that addresses the Commission's objectives.</p>	<p>The lead staff member for this objective is Jessica Davenport.</p> <p><b>This objective is being accomplished on and ongoing basis.</b></p> <p>As part of its ongoing participation in the Delta planning and management process on January 20, 2011, the Commission endorsed a Memorandum of Understanding between the staffs of BCDC and the Delta Stewardship Council regarding coordination between the Council and BCDC.</p>
<p>2. <b>Delta Planning Reports.</b> By July 31, 2010, and quarterly thereafter, the staff will report to the Commission on the initiatives underway relative to Delta planning.</p>	<p>The lead staff members for this objective is Jessica Davenport.</p> <p><b>This objective is being accomplished on an ongoing basis.</b></p> <p>The first quarterly report was released on July 23, 2010, the second on October 29, 2010, and the third on January 28, 2011.</p>
<p>3. <b>Planning Reports.</b> By December 31, 2010, and quarterly thereafter, the staff will provide the Commission with a status report on the progress being made in advancing all of BCDC's planning activities.</p>	<p>The lead staff member for this objective is Joe LaClair.</p> <p><b>This objective is being accomplished on an ongoing basis.</b></p> <p>The first quarterly report was released on December 10, 2010 and the next is scheduled to be released on March 11, 2011.</p>
<p>4. <b>Information Management.</b> By June 30, 2011, if adequate funding is available, the staff will create and implement a comprehensive information management and retrieval system.</p>	<p>The lead staff members for this objective is Mamie Lai.</p> <p>The staff has applied for two federal grants for this project. Neither grant has been approved which makes it unlikely that this objective can be completed by the established deadline.</p>

<p>5. <b>Advisory Committees.</b> By March 31, 2011, the staff will recommend to the Commission for consideration the appointment of members of the Citizens Advisory Committee (CAC) and the Science and Technical Advisory Committee (STAC), convene as necessary, and integrate them into the Commission's decision-making process.</p>	<p>The lead staff member for this objective is Joe LaClair.</p> <p>To accommodate other higher priority workload, the presentation of the recommended appointments to the Commission will have to be postponed until May. <b>Therefore, the deadline for completing this objective should be changed to May 31, 2011.</b></p>
<p>6. <b>Media Communication.</b> By April 30, 2011, the staff will define the purpose and study the feasibility of using social media in BCDC's public communications process and make a recommendation to the Commission direction regarding the best use of social media.</p>	<p>The lead staff members for this objective are Jaime Michaels and Brad McCrea.</p> <p>The recommendations are scheduled to be presented to the Commission on April 21, 2011. Therefore, this objective will probably be completed by the established deadline.</p>
<p>7. <b>Sediment Research.</b> By December 31, 2010, the staff will prepare a research strategy that describes the steps needed to better manage sediment through the Regional Sediment Management Program, identifies the data gaps in understanding the Bay sediment budget, and defines the research needed to understand the system.</p>	<p>The lead staff member for this objective is Brenda Goeden.</p> <p><b>This objective has been achieved.</b></p> <p>The sediment research strategy was provided to the Commission on December 23, 2010.</p>
<p>8. <b>Sediment Management Strategy.</b> By April 30, 2011, the staff will develop a Regional Sediment Management Strategy Outline that addresses necessary partnerships with stakeholders and identifies key research and funding needs.</p>	<p>The lead staff member for this objective is Brenda Goeden.</p> <p>The strategy is scheduled to be released on April 15, 2011. Therefore, this objective will probably be completed by the established deadline.</p>
<p>9. <b>Restoration Projects.</b> By April 30, 2011, the staff will provide the Commission with a briefing on the status of permitted restoration projects and identify appropriate lessons learned to inform future permit processes.</p>	<p>The lead staff member for this objective is Bob Batha.</p> <p>The briefing is scheduled to be provided to the Commission on April 21, 2011. Therefore, this objective will probably be completed by the established deadline.</p>

**THREE-YEAR GOAL: Improve coordination and interaction with other agencies to improve the Bay.**

Objectives	Status
1. <b>Regional Issue Reports.</b> By August 31, 2010, and quarterly thereafter, the staff will provide to the Commission and distribute to regional agencies, local governments and to the public, reports on actions taken by and upcoming issues for regional bodies (e.g., JPC, RAPC, RWQCB) on issues including, but not limited to, global climate change.	The lead staff member for this objective is Lindy Lowe.  <b>This objective is being achieved on an ongoing basis.</b>  The first quarterly report was released on August 27, 2010, the second on November 24, 2010, and the third will be released on February 25, 2011.
2. <b>Sustainable Communities Strategy.</b> By January 31, 2011, the staff will provide a briefing to the Commission on its role in developing the regional Sustainable Communities Strategy required by SB 375.	The lead staff members for this objective are Joe LaClair and Lindy Lowe.  <b>This objective has been achieved.</b>  The briefing was provided to the Commission on January 20, 2011.

**THREE-YEAR GOAL: Improve public access to the Bay and the Suisun Marsh.**

Objectives	Status
3. <b>Wayfinding.</b> By April 30, 2011 the staff will recommend to the Commission the best methods to improve wayfinding to Bay access points from major thoroughfares.	The lead staff member for this objective is Brad McCrea, working with local and state partners.  The recommendations are scheduled to be presented to the Commission on April 21, 2011. Therefore, this objective will probably be completed by the established deadline.
4. <b>Public Access Subcommittee.</b> By June 30, 2011, the staff will create and propose for the Commission's consideration the appointment of a diverse subcommittee of the CAC (Citizen Advisory Committee) to deal with public access, including disability access and barriers to access to the water.	The lead staff members for this objective is Brad McCrea.  To accommodate other higher priority workload and a vacant staff position <b>this objective should be deleted from the current strategic plan and considered for incorporation in the next update of the plan.</b>
5. <b>Accessibility Briefings.</b> By April 30, 2011, the staff will provide the Commission with briefings by experts in the field of designing accessible communities on issues related to shoreline public access areas and facilities.	The lead staff members for this objective are Tim Eichenberg and Brad McCrea.  The briefing is scheduled to be provided to the Commission on March 3, 2011. Therefore, this objective will probably be completed by the established deadline.

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| <p>6. <b>Accessibility Policies/Procedures.</b> By April 30, 2011, the staff will make recommendations to the Commission regarding updating BCDC's public access policies and permitting procedures related to persons with disabilities.</p> | <p>The lead staff members for this objective are Brad McCrea and Tim Eichenberg.</p> <p>To accommodate other higher priority workload and a vacant staff position <b>this objective should be deleted from the current strategic plan and considered for incorporation in the next update of the plan.</b></p> |
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**THREE-YEAR GOAL:** Play an integral role in developing and implementing a regional proactive strategy for dealing with global climate change.

Objectives	Status
1. <b>Research.</b> By July 31, 2010, and semi-annually thereafter, the staff will provide the Commission with updated information on Commission sponsored research that seeks to more accurately determine future sea level rise and the impacts of climate change on the Bay Area and shoreline.	<p>The lead staff member for this objective is Steve Goldbeck and Joe LaClair.</p> <p><b>This objective is being achieved on an ongoing basis.</b></p> <p>The first semi-annual report was released on July 23, 2010, and the second on January 28, 2011.</p>
2. <b>Bay Plan Policy Amendments.</b> By April 30, 2011, the staff will recommend to the Commission for action revised climate change findings and policies for the San Francisco Bay Plan.	<p>The lead staff member for this objective is Joe LaClair, working with key stakeholder groups.</p> <p>On November 4, 2010, the Commission approved a schedule for further consideration of the proposed Bay Plan amendments that calls for a vote on the amendments on April 7, 2011. However, addressing the more than one thousand comments received and formulating revised amendment language that enjoys broad support has been difficult. To provide adequate time to accomplish these goals, <b>the deadline for achieving this objective should be changed to June 30, 2011.</b></p>

<p>3. <b>Sea Level Rise Legislation.</b> By June 30, 2011, the staff will provide for the Commission's consideration draft language for state legislation that will empower, fund and direct the Commission to prepare a sea level rise adaptation strategy for the San Francisco Bay and the Suisun Marsh.</p>	<p>The lead staff member for this objective is Tim Eichenberg, working with key stakeholder groups.</p> <p>The draft legislative language must be consistent with the Commission's final action on the Bay Plan amendments dealing with climate change, which will likely not take place in time for this objective to be completed within the confines of the current strategic plan. <b>Therefore, this objective should be deleted from the current strategic plan and considered for incorporation in the next update of the plan.</b></p>
<p>4. <b>Partnerships.</b> By December 31, 2010, and biannually thereafter, the staff will report to the Commission on its success in securing funding for supporting and developing partnerships with other agencies and organizations to deal with climate change in the San Francisco Bay region.</p>	<p>The lead staff members for this objective are Steve Goldbeck and Joe LaClair.</p> <p><b>This objective has been achieved.</b></p> <p>A report on the many partnerships that are part of the Commission's climate program was released on November 24, 2010.</p>
<p>5. <b>Dutch Partnership.</b> By April 30, 2011, the staff will define the next phase of the partnership to address sea level rise, along with a proposed plan of work and proposed funding sources.</p>	<p>The lead staff members for this objective are Joe LaClair and Steve Goldbeck.</p> <p>The recommendations are scheduled to be presented to the Commission on April 21, 2011. Therefore, this objective will probably be completed by the established deadline.</p>
<p>6. <b>Sub-regional Pilot.</b> By April 30, 2011, the staff will attempt to secure funding for a sub-regional vulnerability and adaptation pilot project to develop and assess tools to use in climate change adaptation planning.</p>	<p>The lead staff member for this objective is Steve Goldbeck.</p> <p><b>This objective has been achieved.</b></p> <p>NOAA has provided a grant for the initial phase of the pilot project, and the staff has applied for additional funds to complete the project.</p>
<p>7. <b>Local Assistance.</b> By April 30, 2011, the staff will conduct two workshops to build capacity for adaptation planning among local governments.</p>	<p>The lead staff member for this objective is Sara Polgar.</p> <p>On September 13, 2010, the staff assisted NOAA in providing a workshop for local governments and others on identifying climate change impacts and incorporating adaptive strategies into planning efforts. A follow-up workshop will be held on March 30, 2011. Therefore, this objective will probably be completed by the established deadline.</p>

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8. **Communication Strategy.** By April 30, 2011, the staff will develop a succinct communication strategy regarding climate change and adaptation.

The lead staff members for this objective are Steve Goldbeck and Joe LaClair.

The recommended strategy is scheduled to be presented to the Commission on April 21, 2011. Therefore, this objective will probably be completed by the established deadline.

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